

Issued down to { Battalion Commanders.
Battery Commanders.
Regimental Commanders.

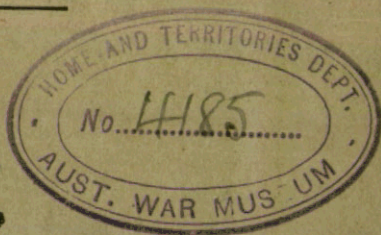
INSTRUCTIONS FOR THE TRAINING OF THE BRITISH ARMIES IN FRANCE.

(PROVISIONAL.)

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(Issued by the General Staff.)

June, 1917.



Printed under the authority of His Majesty's Stationery Office
By DARLING AND SON, LIMITED, BACON STREET, E.2.

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CONTENTS.

CHAPTER I.—THE POLICY OF TRAINING.

(i) General Policy
(ii) Responsibility of Commanders
(iii) Categories of Schools
(iv) Training Areas and Camps

CHAPTER II.—THE SYSTEM OF TRAINING.

(i) Training in Units
General Principles
Individual Training
Collective Training
(ii) Training at Schools
(iii) Training in Areas and Camps

APPENDICES.

ARMY INFANTRY SCHOOL	Appendix I.
(A) Syllabus for Students' Course.					
(B) Syllabus for Instruction in Equitation.					
(C) Syllabus for Instructors' Refresher Course.					
(D) Establishment (Provisional).					
<i>Commanding Officers' Courses</i>	II.
(A) Objects.					
(B) Arrangements.					
(C) Suggested Subjects for Discussion.					
<i>Scouting, Observation and Sniping School</i>	III.
(A) Syllabus.					
(B) Establishment (Provisional).					
ARMY ARTILLERY SCHOOL	IV.
(A) Syllabus.					
(B) Establishment.					
<i>Trench Mortar (Heavy and Medium) School</i>	V.
(A) Syllabus.					
(B) Establishment.					

	Appendix.
ARMY SIGNAL SCHOOL	VI.
(A) Syllabus.	
(B) Instructional Establishment.	
CORPS INFANTRY SCHOOL	VII.
(A) Syllabus.	
(B) Establishment (Provisional).	
<i>Bombing and 3-inch Stokes Mortar School</i> ...	VIII.
(A) Syllabus.	
(B) Establishment (Provisional).	
<i>Lewis Gun School</i>	IX.
(A) Syllabus.	
(B) Establishment (Provisional).	
CORPS SIGNAL SCHOOL	X.
(A) Syllabus.	
(B) Instructional Establishment.	
CAVALRY DIVISIONAL SCHOOL	XI.
Syllabus.	
MUSKETRY	XII.
(A) Syllabus for Special Course for Instructors.	
(B) Suggested Ten Day Course based on the Standard Tests.	
TRAINING A BATTALION	XIII.
(A) Suggested Allotment of Time.	
(B) Suggested Programme (Summer) for In- dividual, Section, Platoon and Company Training.	
(C) Suggested Field Practice (Bayonet- fighting and Musketry).	
GENERAL STAFF OFFICERS (TRAINING)	XIV.
Duties of G.S.Os. 1 (Training) in Armies and of G.S.Os. 2 (Training) in Corps.	
INSTRUCTORS	XV.
Approximate Annual Output of Instructors (Officers and N.C.Os.) per Battalion from Schools in France.	

CHAPTER I.

THE POLICY OF TRAINING.

I.—GENERAL POLICY.

1. The general policy of training in the British Armies in France may be briefly stated to be as follows:—

- (i) Commanders of formations are responsible for the efficiency of the units under their immediate command.
- (ii) Commanding Officers are responsible for the training of all officers, N.C.Os. and men in their units.
- (iii) Various special Instructors are trained at Schools in order to assist Commanding Officers in training their units.

With the same object courses of instruction are given at Schools for Company Commanders, Platoon Commanders, Company Sergeant Majors and Platoon Sergeants.

- (iv) Reinforcements, with certain exceptions, are trained at Training Camps or with their units.

II.—RESPONSIBILITY OF COMMANDERS.

1. Commanders should train the troops they lead into action. This is a principle which must never be departed from, and nothing in the following instructions, the object of which is to co-ordinate policy and system and so to arrive at uniformity of doctrine, is to be held to relieve Commanders of their initial responsibility.

No form of training which can be carried out by Officers Commanding units is to be relegated to Schools.

NOTE.—Experience has shown that there are certain special and technical forms of training which cannot be exploited to the fullest extent in units. For these it will be necessary to send personnel to Schools.

2. The word "School," in the following instructions, is not to be confused with "Class of Instruction."

Schools are established by G.H.Q., Armies and Corps, on a permanent basis, with an approved establishment, for the primary purpose of training *Instructors*. Classes of instruction are formed temporarily by Divisions and Brigades for the purpose of training *Personnel*, and *Instructors* as may be necessary.

It is not intended to interfere with the discretion of Divisional and Brigade Commanders to form Classes of Instruction.

3. As a general principle, young officers should not be sent to a School until they have been at duty with their unit for at least three months.

III.—CATEGORIES OF SCHOOLS.

1. *Schools in England train:—*

Staff Officers (Clare College, Cambridge).

Senior Infantry Regimental Officers to be Battalion Commanders (Aldershot).

Officers of the Royal Artillery to be Battery Commanders (Salisbury Plain).*

2. The Schools to be maintained in future in France are divided into the following categories:—

(A) G.H.Q. Schools.

(B) Army Schools.

(C) Corps Schools.

(A) *G.H.Q. Schools.*

(i) Staff Officers.

(ii) R.E. Field Company Commanders.

(iii) Officers and N.C.O.s in the tactical handling of Machine Guns and Lewis Guns; and Instructors in Musketry. (At the three branches, Machine Gun, Lewis Gun and Rifle respectively, of the G.H.Q. Small Arms School.)

(iv) Personnel in Aerial Machine Gunnery, Aeroplane Bombing, &c., Flash Observation, Wireless, Bridging.

The syllabus, establishment of Instructors, number of Students, &c., of each, are arranged to suit the needs of the Armies at the moment.

(B) *Army Schools.*

In each Army there will be two parent Schools:—

(a) An Infantry School, for the training of Officers as Company Commanders and Sergeants as Company Sergeant Majors. (Appendix I.)

This School will have affiliated to it—

(i) Commanding Officers' Courses. (Appendix II.)

(ii) A Scouting, Observation and Sniping School, for the training of Instructors in these subjects. (Appendix III.)

(b) An Artillery School, for the training of Instructors in Field, Heavy and Siege Artillery. (Appendix IV.)

* This School also carries out experimental work with all natures of guns.

This School will have affiliated to it—

A Heavy and Medium Trench Mortar School: the primary function of this is the production of Instructors for units, but it will also train personnel to replace wastage. (Appendix V.)

In addition there will be:—

- (c) A Signal School, which will be maintained in close touch with the Army Signal Company. This, like the Trench Mortar School, will primarily produce Instructors, but will also train personnel to replace wastage. (Appendix VI.)
- (d) An Anti-gas School, as required, for the training of Instructors.

(C) *Corps Schools.*

In each Corps there will be one parent School:—

- (a) An Infantry School, for the training of Platoon Commanders and Platoon Sergeants. (Appendix VII.)

This School will have affiliated to it—

- (i) A Bombing and 3-inch Stokes Mortar School. (Appendix VIII.)
- (ii) A Lewis Gun School. (Appendix IX.)
- (iii) (In the Schools of Overseas Forces) Senior Officers' and N.C.Os.' Courses.

In addition there will be:—

- (a) A Signal School, which will be maintained in close touch with the Corps Signal Company. (Appendix X.)
- (c) A Corps Mounted Troops School }
- (d) An Anti-Gas School } When required.

In the Cavalry Corps, Schools will be formed when possible. (Appendix XI.)

NOTE.—The primary function of all these Schools is the production of Instructors for units; but the Signal and 3-inch Stokes Mortar Schools also train personnel to replace wastage.

2. In the case both of Armies and Corps, affiliated Schools should be situated in the same place as their parent School. When considerations of terrain suitable for training make this impracticable, they should be situated sufficiently near to admit of their being administered by the Commandant and staff of their parent School, so as to secure facilities of administration and consequent economy in administrative personnel.

3. All Schools will continue training during active operations. Students will be reckoned amongst the personnel enumerated on page 58, section XXX, paragraph 2, sub-paragraph (i) and amended sub-paragraph (ii) (a), (b) and (c) of S.S. 135—"Instructions for the training of Divisions for Offensive Action."

IV.—TRAINING AREAS AND CAMPS.

1. Training Areas will be provided for troops withdrawn into reserve for long periods; for short periods of rest it will normally only be necessary to provide troops withdrawn from the trenches with facilities for training on a smaller scale (Chapter II, Part III, para. 2).

Areas for training Cavalry, Special Brigade, R.E., and Tanks will be provided as required.

2. The Training Camps to be maintained in future will be as follows:—

(a) Base Training Camps (under L. of C.).

These provide a training test for reinforcements of all arms (except Cavalry and certain technical units). All forms of tests and preliminary training are carried out, except in Musketry and Trench Mortars; practice in the former is limited to a 30-yards range.

(b) *Army Camps.

The primary function of these is to train Instructors in Musketry, but, where convenient, they may also be used to train units when out of the trenches. This will be facilitated if they are in close proximity to the Training Areas. (Appendix XII; Chapter II, Part III, para. 5.)

(c) Corps Reinforcement Camps.

The function of these is to train reinforcements in musketry and to continue the general training of reinforcements received during battle.

For convenience and efficiency these Camps should, when possible, be situated near Corps Schools.

3. It is not part of the policy to maintain Artillery Practice Camps.

* Whenever possible, Musketry Training should be carried out in units. (Appendix XII (B).)

CHAPTER II.

THE SYSTEM OF TRAINING.

PART I.—TRAINING IN UNITS.

I.—GENERAL PRINCIPLES.

1. The principles laid down in the Training Manuals of the various arms are in no way superseded.

Further instructions in amplification of these Manuals, dealing with the use of new weapons and the application of special methods, are issued to all concerned from time to time.

2. A Brigadier-General, General Staff (Training), has been appointed at General Headquarters, and General Staff Officers, 1st grade and 2nd grade, have been appointed to Armies and Corps respectively, additional to the Staff Establishment, for the specific purpose of the supervision of training. (Appendix XIV.)

The training of each Division must be carried out under the personal guidance of its Divisional Commander, assisted, controlled and supervised by the Corps and the Army. Every Commander should inspire his unit with his personal energy and fighting spirit.

3. It cannot be emphasized too often that all training, at all times and in all places, must aim at the cultivation of the offensive spirit in all ranks.

4. "Success in war depends more on moral than on physical qualities, &c." (F.S.R., Part I., Chapters 1-2).

No opportunity should be missed of inculcating mutual confidence, cohesion, and the spirit of combination. It has frequently happened that leaders have had to look for and find their men during an advance under fire. The converse should invariably prevail: the men must acquire the habit of looking spontaneously to their leaders for direction. This can only be acquired by constant attention and training.

Too great stress cannot be laid on the necessity for developing by every possible means the morale and soldierly spirit of all ranks. With this object constant attention should be paid to discipline, dress, saluting, cleanliness, and care of billets.

5. Lectures should be given on matters of interest by Officers recently returned from Schools, by Staff Officers and outside Lecturers when procurable. Moreover, it should be the special care of Officers to talk to their men on the general situation and to explain to them fully their duty in given conditions. Examples of fine conduct and bravery should be described, so as to develop mutual confidence and esprit de corps and to inspire new arrivals.

6. The value of demonstrations should be fully utilized.

Demonstrations showing the correct and incorrect manner of carrying out almost any military exercise (*e.g.*, Guard Mounting, Scouting, Patrolling, the Attack, &c., &c.) is the surest and quickest method of imparting instruction. For this purpose specimen Sections, Platoons, Companies, and even Battalions, may be advantageously employed. Care should be taken that the object of the demonstration is fully and clearly explained to all concerned before commencing and that the audience is under control and suitably placed for viewing each movement.

7. Every Commander should bear clearly in mind the two following considerations:—

- (i) That Individual Training should be in progress whether his unit is in or out of the trenches.

Training in Morale in particular and to a great extent Training in "Skill at Arms" can be carried on whilst the unit is in the trenches. This applies not only to such offensive duties as the correct action of patrols, bombing parties, &c., but also to training in ordinary duties, such as sanitation, carrying, digging, &c. It rests in the hands of Brigade and Regimental Commanders to see that the performance of *all* duties is carried out in such a manner as to inculcate discipline and promote efficiency.

Classes under Brigade arrangements should always be in progress for training in the following, as may be required:—

Musketry.
Lewis Gunnery.
Signalling.
Scouting, Observation and Sniping.
Dug-out Making.
Bombing.
3-inch Stokes Mortar Gunnery.

Tactical Exercises for Staff and Regimental Officers should be carried out under Divisional arrangements.

- (ii) That Collective Training can only be performed during periods when his unit is out of the trenches.

These periods fall into two distinct sub-divisions:—

- (A) Short Periods for Rest.
(B) Long Periods for Training.

(A) *Short Periods for Rest.*

The training carried out in these circumstances should be more of a recuperative nature than anything else.

NOTE.—Overtraining defeats its own object. It is as detrimental to morale and efficiency as undertraining. This principle applies both to short periods for rest and to long periods for training. (Appendix XIII (A) guiding principles, and S.S. 143, page 16.)

The points to which attention should be specially directed are:—

- Cleaning up Men, Equipment and Transport.
- Steady Drill and Ceremonial.
- Skill at Arms.
- Physical Training.
- Route Marching.
- Recreational Training (S.S. 137).
- Amusements.

Details of a suggested programme and the objects it is desired to attain will be found in Appendix XIII (B).

(B) *Long Periods for Training.*

8. Training during these periods must be carefully divided into—

- (a) Individual Training.
- (b) Collective Training.

9. In order that the fullest use may be made of the time and ground available, programmes, showing the allotment of areas to units and the sub-division of the time available into the two categories above-mentioned, must be issued by Divisions and Brigades before the troops actually arrive in their Training Areas.

This will entail previous reconnaissance on the part of Divisional and Brigade Staffs before units come out of the line.

10. Ground selected should, whenever possible, provide terrain where field firing can be carried out with live ammunition. (Part III, para. 2 of this chapter.) Even if the space available only admits of the training at one time of a Company or Platoon, its value should be utilised to the fullest extent.* A range should always include facilities for practising the Assault (Bayonet-fighting and Musketry). (Appendix XIII (C).)

* Ground suitable for training purposes is obtained by the Q.M.G. through the French Mission.

11. Area Commandants, assisted by Town Majors and Billet Wardens, are responsible for the maintenance of bayonet-fighting courses and appliances, trenches, ranges, musketry stores, &c., once they have been constructed in their areas (Q.A. 2/4503/11, dated 1/2/17.)

12. The ground-work of the training should be laid down by Regimental, Battery and Battalion Commanders, the whole being under the close supervision of Brigade Commanders. Special courses under qualified officers for the teaching of new approved methods will be organised under Divisional arrangements.

13. Training must be progressive and must be carried out on a definite programme (Appendix XIII). An object which must be kept in the forefront of all training is the fitting of men for work in the open and keeping of them active and in good health.

14. Refresher courses for all instructors should be held before each particular form of training takes place. These should occupy from half an hour to an hour a day.

15. The training of the subordinate leaders is of vital importance. They should be trained not merely for the performance of the duties of their actual rank, but also for those of a higher grade.

Frequent opportunities of exploiting an initial success have been missed owing to junior Commanders not having been trained in the principles and methods of turning any given situation to the best advantage.

16. The following train of thought should be impressed upon all leaders by constant training until it has become a subconscious habit of mind:—

- (i) Advance to win; aim always at forward movement.
- (ii) Reconnoitre before movement. Move by bounds.
- (iii) On the battlefield, whether halted or on the move, always guard your front, flanks and rear.
- (iv) Combine fire and movement.
- (v) Remember that a bombing attack unaccompanied by an attack above ground is seldom of any value.
- (vi) Reinforce by envelopment of one or both flanks, after personal reconnaissance.
- (vii) Send back information; remember that negative information is as valuable as positive.

17. During training, every opportunity should be taken to perfect the system in every unit by which orders and instructions permeate down to the lowest grade. This is of the first importance and must never be overlooked.

II.—INDIVIDUAL TRAINING.

1. Individual Training is the keynote of efficiency. On the thoroughness with which it is carried out rests the efficiency of the whole training.

It consists of the training of the individual man and the individual horse in their individual duties. It has, however, in addition a wider application and the training of the Section and of the Troop or Platoon forms a necessary complement to Individual Training.

2. It should begin with Section Drill without arms, Saluting, &c., &c., and gradually work up to Battle Training of Troops and Platoons. (Appendix XIII (B), para. 2 (c), and Appendix XIII (C).)

Senior Officers should exercise a close supervision and give every assistance to subordinates at this stage of training.

3. As a general principle, Officers and N.C.O.s charged with the duty of instruction of troops should adopt the following method:—First, the lesson is to be explained, secondly demonstrated, and finally carried out as an exercise.

4. It is an essential part of training for war that the men should be taught to care for themselves, so as to maintain their physical fitness. To this end the necessity for taking the most scrupulous care of their clothing, equipment and accoutrements must be explained to them.

The importance of obedience to orders as regards arrangements of supply, preservation of iron rations, water, &c., must be impressed on all ranks. The prevention of waste must be rigorously enforced.

5. Subordinate Commanders will themselves take command, and will carry out the attack of tactical points. Movement from cover to cover, the advance under fire, the combination of fire and movement, the use of Lewis or Hotchkiss Guns, Bombs and Rifle Bombs, and the assault, culminating with the occupation and consolidation of captured ground, should all be practised.

In this, as in other forms of training, the various situations should be studied in which small units (Sections, Troops, and Platoons) have been placed during the War. (See Part I, para. 15 of this Chapter.)

Both in the case of Officers and N.C.O.s, special attention should be paid to the training of understudies for all positions and appointments.

The handbooks of the various arms are the best guides to be followed; for Infantry special reference is to be made to S.S. 143 "Instructions for the Training of Platoons for Offensive Action, 1917."

6. Classes within Regiments, Battalions and Batteries are to be inaugurated at this stage of training for signallers, runners, dug-out makers and specialists in other forms of training which cannot be given by Troop, Platoon, and other subordinate Commanders.

III.—COLLECTIVE TRAINING.

1. In Collective Training, Squadrons, Batteries and Companies, Regiments and Battalions, also Brigades, will be exercised as complete units. Endeavour should be made to exercise each Brigade at least twice as a complete unit.

Attention is to be paid to steady drill and ceremonial, as well as to manœuvre. In the latter, it is of the first importance that the various arms should co-operate as on the battlefield.

Simple tactical schemes, both with and without troops, in which all arms (Air Service, Mounted Troops, Royal Artillery, Royal Engineers, Infantry and Tanks) should take part, are to be carried out. Officers and signallers can usually be sent if attendance as a unit is impracticable. (F.S.R., Part I, Chapters I and II.)

2. The object to be attained is that all formations should be able and accustomed to manœuvre in the field. The Corps and Division can assist towards the attainment of this object by means of Tactical Exercises for Staff and Regimental Officers.

Each Division should carry out during this period at least one exercise complete as for battle.

The handbooks of the various arms, and S.S. 135, "Instructions for the Training of Divisions for Offensive Action," are the best guides to be followed during Collective Training; for Infantry in the Attack special reference should be made to S.S. 144, "The Normal Formation for the Attack."

PART II.—TRAINING AT SCHOOLS.

1. The system at G.H.Q. Schools is laid down in a syllabus which has been circulated to all concerned.

2. The system of instruction to be adopted at Army and Corps Schools aims at imparting to Officers and N.C.O.s who have joined during the war:—

- (i) A knowledge of the unwritten laws and customs of the Service, which were instinctively learnt in the course of training by all ranks before the war.
- (ii) The spirit and traditions of the old Army, thus cultivating in them those qualities necessary to get the best out of their subordinates.
- (iii) A sense of strict discipline, which is now more than ever necessary.

- (iv) A thorough knowledge of their duties, to enable them to instruct and lead their subordinates with confidence.

These aims are to be obtained by:—

- (i) Example.
- (ii) Lectures.
- (iii) The inculcation of a thorough recognition by all ranks of the necessity for drill and for smartness and cleanliness at all times.
- (iv) A study of the subjects laid down in the syllabus, by demonstration of the right and wrong ways of doing things, and by emphasis on the importance of system in everything to be done.

3. Students should as a rule be grouped into platoons for purposes of instruction rather than into syndicates.

Methods of instruction are to be the same as those to be adopted in Individual Training, namely, explanation, demonstration, practice. (Part I, Section II, para. 3 of this Chapter.)

4. The system applies to the Instructors equally with the Students. It must be borne in mind that so severe a strain is imposed upon Instructors by their duties that it is essential to assist them to maintain a high standard. This should be done by:—

- (i) Safeguarding their interests as to advancement, &c.
- (ii) Giving them opportunities for refreshing their minds.
- (iii) Keeping them in touch with the fighting troops.

As regards (i), an instructor, whether Officer or N.C.O., will normally serve as such for a period of not less than six months; he will leave a School before the expiration of this period only for his own advancement or in the event of his being reported on by the Commandant of the School as proving unsatisfactory as an Instructor.

An Instructor on leaving a School will normally rejoin his unit. If reported on as satisfactory by the Commandant of the School on the expiration of his period of duty, an Officer Instructor will be noted for early preference for the course of attachment to the Staff. (O.B./1329 of 23/12/16.)

Promotion to the rank of Warrant Officer will be allowed for N.C.O. Instructors as they come up for promotion in their own battalions up to the number of five per Army School (inclusive of affiliated schools) at the discretion of the Army Commander.

As regards (ii) and (iii), refresher courses for Instructors and visits to the trenches will be held alternately after every second Students' course. (Appendix I (C) for Army Infantry Schools, Appendix VII (B), notes, for Corps Infantry Schools.)

5. In order that a sufficiency of Officer Instructors for Schools in France may be provided and the supply regulated, lists of Officers qualified and suitable for the duty will be forwarded to G.H.Q. from Armies, Cavalry Corps, and L. of C. at the end of each course.

6. The specific objects, functions, instructional establishments of the various Army, Corps and Cavalry Schools to be maintained in France are given in detail in the Appendices.

PART III.—TRAINING IN AREAS AND CAMPS.

1. In command areas, both of Armies and of Corps, Training Areas will, as far as possible, be provided to allow of the tactical exercising:—

- (a) in Army areas, of a Division;
- (b) in Corps areas, of at least a Brigade.

2. In forward areas all billets reserved for the use of troops resting from duty in the trenches should have connected with them—

- (a) Bayonet-fighting courses.
- (b) Ranges of at least 30 yards.
- (c) Bombing trenches.
- (d) Drill grounds.
- (e) Recreation grounds.
- (f) Machine gun ranges.
- (g) Stokes Mortar practice grounds.

(for the responsibility of their maintenance when constructed see Part I, Section I, para. 11, of this chapter).

3. At Base Training Camps, reinforcements of all arms (except Cavalry and certain technical units) are put through a test of Training which lasts nine days and is comprehensive of all the duties of a soldier in the field with the exception of Musketry.

For Infantry, details are laid down in "System of Testing and Training Reinforcements carried out by Base Training Schools, B.E.F." Briefly stated, a soldier, found to be markedly deficient in knowledge of his duties, receives such further training as time and other circumstances allow before being sent to the front.

4. Training in Musketry at Base Training Camps is necessarily confined by limitations of time and range accommodation to such as can be carried out on 30 yards ranges.

Facilities for further training in Musketry depend to a large extent upon the number of Instructors, the terrain, and the amount of labour available for constructing ranges. Selected Officers and N.C.O.s are sent to the G.H.Q. Small

Arms School to be trained as Instructors. On completion of their course these are returned to their units for the purpose of assisting them to increase their musketry efficiency.

5. As stated in Chapter I, Section IV, 2 (b) and (c), Army Musketry Camps are formed for the training of additional Musketry Instructors and also, where convenient, for the use of units. In addition, personnel returning after a long period in convalescent or rest camps should, when possible, be put through a short course of Musketry at these camps before rejoining their units.

Corps Reinforcement Camps are formed, as may be necessary, for the further training in Musketry of reinforcements and to continue the general training of the personnel left behind by units taking part in an attack, under page 58, Section XXX of S.S. 135, "Instructions for the Training of Divisions for Offensive Action."

The Syllabus of a course for Musketry Instructors is given in Appendix XII (A); and the Syllabus for a ten day course of Musketry suitable for Reinforcements, &c., is given in Appendix XII (B).

APPENDICES.

APPENDIX I.

ARMY INFANTRY SCHOOL.

Number of Students.

150 Officers Company Commanders.

150 N.C.O.s ... Company-Sergeants-Major and Sergeants.

Duration of Course—Five Weeks.

(A) SYLLABUS FOR STUDENTS' COURSE.

1. *Leadership.*

- (a) Its meaning.
- (b) How to acquire the gift of.
- (c) Offensive spirit.

2. *Discipline.*

- (a) General behaviour and conduct of officers.
- (b) Personal appearance, physical fitness, punctuality, saluting.

3. *Morale.*

Its meaning and importance; responsibility of Officers and N.C.O.s regarding it; patriotism; esprit de corps; soldierly spirit in all formations from platoon upwards to the Army; psychology of the war.

4. *Command.*

Necessity of system of command so as to ensure continuity; bearing of Officers and N.C.O.s towards their men.

5. *Organisation.*

Battalion, Brigade, Division—a chain of responsibility.

6. *Drill.*

- (a) Importance of, as a means to an end.
 - (b) Squad, with arms.
 - (c) Platoon.
 - (d) Company.
 - (e) Communicating or "shouting" drill
 - (f) Acting as Instructor and checking faults.
- } Habit of Command.

7. *Duties of Company Commanders and Officers.*

- (a) System of billeting.
- (b) March discipline.
- (c) In the trenches.
- (d) In the attack.

8. *Care of Arms, &c.*

Rifles, Bayonets, Ammunition, Equipment, Box Respirators, Clothing, Iron Rations, Water.

9. *Sanitation.*

In trenches, billets, bivouacs, line of march.

10. *Billet Life.*

How to care for and get the best out of the men in billets.

Note.—This is a special subject the supreme importance of which is often not efficiently realised.

11. *Protection.*

(a) Advanced and flank guards, outposts.

(b) Bounds, reconnaissance.

12. *Attack in Open Warfare.*—S.S. 135, S.S. 143, S.S. 144.

(a) Attack of tactical points.

(b) Organisation previous to.

(c) Distribution of troops for.

(d) Formation with regard to ground.

(e) Formation with regard to fire.

(f) Close communication with troops on the flanks.

(g) Importance of "moppers up."

13. *Defence in Open Warfare.*

(a) Principal lines of defence. Holding tactical points.

(b) Taking up a defensive line.

(c) Siting of trenches by day and by night.

(d) Telling off and distribution of working parties.

14. *Attack in Trench Warfare.*—S.S. 135, S.S. 143, S.S. 144.

(a) Organisation for an attack from trenches.

(b) Supply of ammunition, grenades, rations and water.

(c) Assembly places.

(d) Control posts.

(e) Objectives.

(f) Direction of attack.

(g) Flanks.

(h) Action of various lines.

(i) Action of various waves.

(j) Action of "moppers up."

15. *Defence in Trench Warfare.*

(a) Construction of trenches and improvisation.

(b) Siting of trenches by day and night.

(c) Distribution and telling off of working parties.

(d) Construction of splinter proof shelters.

(e) Loopholes, sighting and construction of.

(f) Sapping, principles of.

(g) Rapid wiring.

- (h) Use of telescopes and periscopes.
 - (i) Sniping, use of and methods to be employed in.
 - (j) Construction of mine dug-outs.
16. *Trench Orders.*
- (a) Desirability and object of.
 - (b) Organisation of work.
 - (c) Allotment of hours for watch, work, meals, &c.
17. *Patrol Work.*
- (a) Importance of command of No Man's Land; correct action of Patrols when enemy is met with.
 - (b) How to organise.
 - (c) Bounds.
18. *Musketry.*
- (a) Rapid loading with dummies; correct bolt manipulation.
 - (b) Aiming; triangle of error; aiming from tripods or other rests.
 - (c) Standard Tests in Musketry Regulations, and work that can be done in billets.
 - (d) How to improvise a 30 yards range in vicinity of billets.
 - (e) Simple range practices on a 30 yards range. How to conduct grouping, application, rapid and snap-shooting practices and competitions.
19. *Fire Discipline.*
- (a) Description of Targets.
 - (b) Judging distance.
 - (c) Fire control.
 - (d) Use of range finders and range charts.
 - (e) Combination of fire and movement.
20. *Machine and Lewis Guns.*
- (a) Principles of employment of; Tactics; the Lewis Gun essentially an offensive weapon.
 - (b) How to fire the Lewis Gun; and the mechanism of.
21. *Co-operation of all Arms.*
- (a) Importance of and method of: (1) within the Battalion, (2) outside the Battalion.
 - (b) Co-operation between Staff and Regimental Officers.
22. *Map Reading.*
- (a) Simple scales and meaning of.
 - (b) How to read a map. [Explain how it should be looked upon as a book and not as a puzzle.]
 - (c) Use of compass; variation of; taking of angles
Conversion of magnetic into true bearings.
 - (d) Setting a map by compass and by other methods.

23. *Intelligence.*

- (a) Service of security.
- (b) Information.
- (c) Prisoners of War.
- (d) Their treatment and disposal.
- (e) Air photographs.

24. *Communications in Battle—Messages and Reports.*

- (a) Official letters, writing of.
- (b) Memoranda.
- (c) Minutes.
- (d) Field messages, methods of writing. Method of finding a person in the field and delivering a message.
- (e) Verbal messages, limitations of.
- (f) Reports, how to be written.
- (g) Reconnaissances, simple form of.
- (h) Trench reports.
- (i) Instruction in the Forward Communications of a Division in the Attack. S.S. 135, S.S. 148.

25. *System of Supply.*

- (a) Ammunition.
- (b) Supplies.

26. *Medical.*

- (a) Care of feet; standing orders on the subject.
- (b) First aid and use of field dressings.
- (c) Evacuation of the wounded, general principles of.

27. *Gas and Smoke.*

Use of protectors. Methods of dealing with. Organisation of attack.

28. *Arrest.*

- (a) Rules for.
- (b) Telling off and disposal of prisoners.
- (c) Crimes and punishment on active service.
- (d) Field General Courts-Martial.
- (e) Army (Suspension of Sentence) Act, 1915.

29. *Physical Training.*

- (a) Bayonet fighting.
- (b) Obstacle course.

30. *Night Work.*

Bayonet fighting, Bombing, Lewis Gun firing, Musketry, Wiring, Rivetting, and tactical exercises.

31. *Riding.*

All officers will be instructed in simple equitation.

32. Competitions.

Competitions for the best individual and best platoon should be held at the end of the course.

33. Simple Tactical Exercises—To Teach:—

- (a) Method of conducting.
- (b) Knowledge and correct use of ground.
- (c) Action of patrols.
- (d) Method of dealing with "strong points."
- (e) Correct employment and co-operation of Infantry weapons.
- (f) Writing of messages.
- (g) Communication with units on flank and in rear.

(B) SYLLABUS FOR INSTRUCTION IN EQUITATION.

The time is short and the number of lessons few, probably 12 in all (some additional ones may be voluntarily undertaken on half-holidays): the instruction, therefore, must be of the most elementary nature.

1. Ride discipline—mounting and dismounting—the regulation paces at the walk, trot and gallop, the turns, &c., &c.
2. Confidence on horseback.
3. Elementary care of horses.
4. Small jumps.

Officers parade for equitation by platoons, which should be divided into three rides:—

1. Those who can ride.
2. Those who have ridden.
3. Those who have never ridden.

The three rides proceeding simultaneously under instructors provided for under notes to provisional establishment.

(C) SYLLABUS FOR INSTRUCTORS' REFRESHER COURSE.

1. Drill and habit of Command.
2. Fire Direction and Fire Control.
3. The attack—

- | | |
|----------------------|---------------------------------|
| (a) Trench to Trench | } S.S. 135, S.S. 143, S.S. 144. |
| (b) Open Warfare | |

4. Field Engineering, upkeep of trenches, Consolidation of captured position—

- (a) In Trench System.
- (b) In Open Warfare.

5. Protection; Advance Guards—Flank Guards—Outpost Position.

6. Topography.

7. Intelligence, Observation, Aeroplane Photographs, Scoutings.

8. Intercommunication—Forward Communication in Battle, S.S. 135, S.S. 148—Messages and Report.

9. Physical and Bayonet Training.

10. Gas Appliances.

11. Interior Economy and Discipline.

12. *Quick solution schemes.*

This Course should be carried out under supervision of the General Staff of the Army, and tuition from outside the School should be provided.

13. The Instructors' Year can be arranged as follows:—

	Weeks
Two Students' Courses and then ten days' leave	12
Eight Students' Courses as above	48
Refresher Course of seven days after 2nd and 6th Courses	2
Visit to Trenches of seven days after 4th and 8th Courses	2
	<hr/> 52

The dates on which these refresher courses will take place will be notified to G.H.Q. 14 days in advance to enable arrangements to be made for Instructors from Schools in England and Base Training Camps in France to attend when possible.

14. Frequent interchange of Instructors between Schools at Home and in France will take place.

(D) ESTABLISHMENT (PROVISIONAL).

Detail.	Offi- cers.	W.O.s.	S/Sgts. and Sgts.	Rank and File.	Total.	
Commandant (Colonel)	1				1	
Chief Instr. (Lt.-Col.)	1				1	
Adj. (Capt. or Lieut.)	1				1	
Acting Quartermaster...	1				1	
For pay, messing, insti- tutes, &c.	1				1	
Medical Officer ...	1				1	
Ast. Instructors for Officers (Captains).	7 (a)				7	
Ast. Instructors for N.C.O.s (Captains).	7 (a)				7	
Sergeant-Major		1			1	
Quartermaster-Sergeant			1		1	
Asst. Instructors (N.C.O.s).			14 (a)		14	
Physical and Bayonet Fighting Instructors.	As	may be	allotte	d.		
Sergeant Cook ...			1		1	
Military Police ...				3 (b)	3	
Orderly Room Sergeant			1 (c)		1	
Pay Sergeant ...			1		1	
Clerks ...				3 (d)	3	
Telephone Operators ...				4	4	
Quartermaster's Stores				3 (e)	3	
Cyclist Orderlies ...				3	3	3 cycles
Messes ...				75 (f)	75	
R.E. Duties ...	1			13 (g)	14	
General Duties ...				50 (h)	50	
Medical Officer's Orderly				1	1	
Batmen ...				21	21	
Grooms ...				2 (j)	2	4 chargers
N.C.O.s for Servants, Immatures, &c., &c.				4	4	(j)
TOTAL (excluding at- tached).	21	1	18	182	222	3 cycles 4 chargers
ATTACHED — Driver, A.S.C.				1	1	
TOTAL SCHOOL ... (including attached.)	21	1	18	183	223	3 cycles 4 chargers

Transport.

1. Motor Car.
2. Motor 'Busses (from Army 'Bus Section).
3. Lorries (from Army Auxiliary M.T. Co.).

Notes.

1.—(a) Includes an Instructor in Bombing and Lewis Guns.

(b) Includes 1 Corporal.

(c) To receive 6d. a day extra-duty pay.

(d) Includes 1 shorthand-writer.

(e) Includes 1 Corporal.

(f) Includes 8 N.C.O.s, and provides for Messes for Instructors, Students and General Duties; includes Cooks. Central Dining Halls will be erected, when these numbers will be reduced to:—

3 in 50 for N.C.O.s and men's Messes.

6 in 50 for Officers' Messes.

(g) Includes 2 N.C.O.s and 1 Storeman.

(h) For Canteen, Sanitary duties, Postal work, &c. Includes 5 N.C.O.s.

(j) For the use of Officers on the Instructional Establishment.

Rank and file will be P.U and T.U. men.

2. Servants of Student Officers will perform the following duties:—Demonstrations, R.E. Constructions, assist in Officers' Messes.

If possible, immatures to the number of 200 will be stationed at Schools to assist in all field duties, in which case the number of N.C.O.s and men will be reduced to 2 N.C.O.s and 20 men. A proportion of 1 in 10 should be N.C.O.s.

Students will be grouped into Platoons and Sections for purposes of instruction.

The Military Police arrangements for the Billeting area will be made by the A.P.M. of the Army; the 1 Corporal and 2 men are allowed for duties in connection with the School alone.

For Equitation, whenever possible, a troop should be supplied from the Cavalry Division which is affiliated to the Army. This troop should be 30 strong and be commanded by an Officer with Riding School experience.

A Band should be provided by each Division in the Army in turn for a week at a time.

APPENDIX II.

C.O.s' COURSES AT AN ARMY INFANTRY SCHOOL.

(A) OBJECTS.

1. To get the Commanding Officers interested in the School and enlist their sympathies and invite their suggestions to any particular form of training most required.

The system of teaching at the School will be very carefully demonstrated and discussed.

2. To give an opportunity for the General Staff of the Army and of the Corps to become acquainted with Commanding Officers and their difficulties and ideas, and *vice versa*.

3. To assist Commanding Officers in any technical points in which they may need instruction, e.g., Operation Orders, rapid framing of orders. In a six days' course four schemes can easily be carried out.

4. To promote that co-operation between all arms which is every day becoming more essential on the battlefield.

5. To assist Commanding Officers by means of suggestion and discussion of the methods of training and latest methods of attack, &c., &c.

6. Commanding Officers, having any outstanding points or lessons learnt from recent fighting, should hand in a short *resumé* of these on arrival at the School.

7. A series of addresses will be delivered by Officers of the Instructional Staff of the School and others on subjects of special interest to Commanding Officers. These addresses will be followed by discussions, and it is hoped by these means that much valuable information may be obtained from those attending the course.

8. Visits to the Base Training Camps will, if possible, be arranged.

(B) ARRANGEMENTS.

1. Arrangements for C.O.s' courses should be made by Army Commanders.

2. Not more than two courses should as a rule be held consecutively.

3. The courses should be conducted by selected infantry brigadiers or B.G.G.S.s in turn, with a G.S.O.1. to assist for half each course. A representative of the A.G. and Q.M.G. branch should attend and hold discussions when considered necessary.

(C) SUGGESTED SUBJECTS FOR DISCUSSION.

1. *Battalion Organisation.* O.B./1919/T. dated 4.2.17.
 - (a) Points in connection with.
 - (b) Battalion strength and promotions as affected by officer and other casualties being borne on the strength of units.
 - (c) Numbers of specialist Officers and N.C.O.s required in a Battalion.
 - (d) Duties of specialist Officers and N.C.O.s in a Battalion.
 - (e) Numbers of employed men in a Battalion.
2. *Base Training Depôts.*
3. *Schools.* S.S. 152.
 - (a) Organisation.
 - (b) Training.
 - (c) Numbers of Officer and N.C.O. Instructors trained at Schools.
 - (d) Selection of officers and N.C.O.s to be trained at Schools.
4. *Attack.* F.S.R., Part I., Infantry Training, S.S. 135, S.S. 143, S.S. 144.
 - (a) Trench to Trench Assault at commencement of an offensive and at a later period.
 - (b) In Open Warfare.
5. *Defence.* F.S.R., Part I., Infantry Training.
 - (a) Duties of C.O.s on taking over an organised line.
 - (b) Duties of C.O.s on taking over a partially organised line.
 - (c) Method of holding a line.
 - (d) Distribution of Companies and Platoons.
 - (e) Distribution of Machine Guns.
 - (f) Distribution of Lewis Guns.
 - (g) Distribution of 3-in Stokes Mortars.
6. *Methods of applying the great tactical principles in present-day conditions.*
 - (a) Reconnaissance.
 - (b) Movement, namely, by bounds.
 - (c) Surprise.
 - (d) Protection.
 - (e) Co-operation of weapons within the Battalion.
7. *Tactical Employment of Lewis Guns.* S.S. 106, S.S. 122, S.S. 135, Section XVII, S.S. 143.
 - (a) With a Platoon.
 - (b) When grouped for any special operation by Company or Battalion Commander.

- (c) Method of transporting on the march.
 - (d) Ammunition Supply.
8. *Co-operation with Royal Engineers.* S.S. 145, S.S. 135, S.S. 105.
- (a) Consolidation, strong points, forward O.P.s.
 - (b) Working parties with R.E. Units.
 - (c) R.E. technical assistance in Trenches.
 - (d) R.E. assistance in training officers and N.C.O.s in trench work when out of the trenches.
9. *Co-operation with Artillery. Field and Heavy.* S.S. 135, Section III.
- (a) Barrages in attack and defence, creeping and stationary.
 - (b) Bombardments.
 - (c) Destruction of enemy obstacles and trenches.
 - (d) Methods of retaining close liaison with Artillery.
10. *Co-operation with Machine Gun Companies.* S.S. 135, Section XVI.
- (a) Distribution in attack.
 - (b) Distribution in defence.
 - (c) Barrages:
11. *Co-operation with Air Service.* S.S. 135, Appendix B.
- (a) How Infantry can assist it.
 - (b) How it can assist Infantry.
 - (c) Reading of Aeroplane Photographs.
12. *Co-operation with Trench Mortars.* S.S. 135, Sections XX and XXI.
- (a) Tactical handling of 3 in. Stokes Gun.
 - (b) Tasks allotted Heavy and Medium Trench Mortars.
13. *Cavalry.*
- (a) What it has done in this War.
 - (b) Its future possibilities, and tasks it may be expected to perform.
14. *Raids and Minor Operations.*
- (a) Object.
 - (b) Value.
 - (c) Strength.
 - (d) Preparations necessary.
 - (e) Points to raid and not to raid.
 - (f) Co-operation with R.A., R.E., Trench Mortars and Machine Guns.

15. *Battalion training during long and short periods of rest.*
S.S. 152.
 - (a) Preparation of programme.
 - (b) What courses of instruction it is necessary to hold.
16. *Recreational Training.* S.S. 137.
17. *Field General Courts-Martial and Scales of Punishment.*
18. *Lessons from recent fighting.* (O.B./1782/A.)
19. *How to foster Morale, Esprit de Corps, and the Offensive Spirit.*
20. *Points to be discussed with representatives from G.H.Q.*

APPENDIX III.

ARMY SCOUTING, OBSERVATION AND SNIPING SCHOOL.

Number of Students.

20 Officers; 40 Other Ranks.

Duration of Course—14 Working Days.

(A) SYLLABUS.

(I.) Special instruction in the following subjects is given to Officer Students with a view to their becoming Battalion or Brigade Intelligence Officers:—

1. Duties of Battalion and Brigade Intelligence Officer.
2. Map reading; enlarging maps; filling in map on the ground. Making plan of trenches. Making range charts.
3. Study of aeroplane photographs.
4. Reports (General; Artillery; Identification; Patrol).
5. Indirect fire. Laying rifle batteries.
6. Siting O.P.s.
7. Training observers and snipers.
8. Adjustment of telescopic sights, and special musketry training for snipers.

(II.) Instruction is given to all ranks in the following subjects, which are placed in order of importance. (The musketry is a test rather than instruction because the N.C.O.s and men who attend the Course are expected to be good shots before they are sent there. At the same time the instruction given raises the standard of shooting.)

1. Practice in scouting and patrolling by night and day.
2. Demonstration in using cover.
3. The use of prismatic compass, with practice in marching on a bearing by day and night.
4. Practice in constructing O.P.s and sniper's posts at night.
5. Practice in observation in the open and in trenches, with reports.
6. Musketry. (Examination of rifles and sights for defects; practice in adjusting sights; grouping test; application at ranges from 30 to 500 yards; snap-shooting; shooting at unknown ranges.)
7. Practice with sniperscopes and fixed rifle rests.

Lectures are given on the following subjects in addition to practical work:—

1. Scouting and Patrolling.
2. Duties of Snipers; (a) in the Attack; (b) in Defence; (c) in the Trenches.

3. Front Line Intelligence.
4. Use and care of telescopic sights.
5. Causes of inaccurate shooting.
6. History of sniping in warfare.

(B) ESTABLISHMENT (PROVISIONAL).

Detail.	Officers.	S/Sgts. & Sgts.	Artifi- cers.	Rank and File.	Total.
Chief Instructor (Major)	1				1
Assistant Instructors (Capts. or Lieuts.	3 (a)				3
N.C.O. Instructors ...		4			4
Acting Q.M.S. ...		1			1
Artificer			1 (b)		1
Privates				5 (c)	5
Batmen				4	4
TOTAL (excluding attached)	4	5	1	9	19
ATTACHED— Armourer A.O.C.		1 (d)			1
TOTAL SCHOOL (including attached)	4	6	1	9	20

- (a) One for Musketry.
One for Telescopic sights.
One for map reading and observation.
- (b) Joiner (Woodworker).
- (c) 1 Storeman, 2 range wardens, 2 scouts for observation purposes.
- (d) 1 Armourer with a knowledge of telescopic sights.

Notes.

- (i) The administrative duties have been allowed for in the establishment of the Infantry School.
- (ii) Officers' batmen will assist in Officers' Messes.

APPENDIX IV.

ARMY ARTILLERY SCHOOL.

Number of Students.

60 Officers; 60 N.C.O.s.

Duration of Course—One Month.

(A) SYLLABUS.

1. Traditions of the Artillery.
2. Physical Training.
3. Marching and Saluting Drill. Special attention to discipline and turn-out.
4. Gun Drill (including stripping and sight testing).
5. Drill Order.
6. Riding Drill.
7. Horsemastership. Minor ailments and their treatment.
8. March Discipline. Discipline in billets.
9. Construction of gun platforms, gun pits and dug-outs, and use of camouflage.
10. Repository and use of Tackles and Cordages.
11. Care of Equipment.
12. Ammunition (including Gas and Smoke Shell).
13. Supply of Ammunition.
14. Packing of Vehicles.
15. Organisation with special reference to the Battery.
16. Interior Economy and General Duties.
17. Battery Tactics.
18. Telephones and laying of telephone lines.
19. Co-operation with Aircraft, and Infantry.
20. Map Reading and Meteorology.
21. Gunnery (including use of Gun and Slide Rules).
22. Use of director.
23. Ranging and Observation of Fire (including Ranging on Line of Observation).
24. Methods of laying out lines of fire.
25. Error of the day; Calibration; Registration.
26. Shooting by means of calculations from Datum Points.
27. Reconnaissance, with special reference to Artillery.
28. Air photographs.

Schemes.

Discussions.

Examination.

The following outside lectures should be afforded, if time admits and if lecturers are available:—

1. Employment of Artillery.
2. Infantry Tactics.

3. Signals.
4. Trench Artillery.
5. Discipline.
6. Aeroplanes.
7. Work of Survey and Sound Ranging Sections.
8. Work of Meteorological Section.
9. A.S.C. Supplies.
10. Medical Services.
11. Anti-Aircraft Work.
12. Gas and Gas Shell.
13. Administration ("A" Staff Officer).
14. General Staff (G.S. Officer).
15. Care of Equipment (I.O.M.).

(B) ESTABLISHMENT (PROVISIONAL).

Detail.	Officers.	W.O.'s.	S/Sgts. & Sgts.	Rank and file.	Total.
Commandant (Lt.-Col.)	1				1
Adj. and Quarter- master (Captain or Subaltern)	1				1
Acting Battery Sgt.- Major		1			1
Acting Battery Q.M.S.			1		1
Clerks				2	2 P.R. men
Cooks				(a) 4	4 do. (i.)
General Duties ...				(b) 20	20 do. (ii.)
Batmen				2	2 do.
ATTACHED—	2	1	1	28	32
Officer Instructors (Major or Captain)	(c)				
N.C.O. Instructors ...	(d)				
Batmen	(e)				
Medical Officer ...	1				1
Orderly, R.A.M.C. ...				1	1
Batmen				1	1
TOTAL (including attached)	3	1	1	30	35

NOTE.—(i.) Add one Cook for each additional 50 all ranks.
(ii.) Add 5 R. and F. for each additional 50 all ranks.
(a) Includes one Lance Corporal.
(b) Includes one Corporal, one Lance Corporal.
(c) One officer Instructor to every 30 all ranks under instruction.
(d) One N.C.O. to every 15 all ranks under instruction.
(e) One per Officer Instructor.

Command and extra duty pay admissible as follows:—

Commandant	5s. a day.
Adjutant and Quartermaster	3s. a day.
Officer Instructors	2s. a day.

N.C.O.s employed as Instructors at Army Artillery and Trench Mortar Schools within the establishments laid down in O.B. 944, dated 11/10/16, and O.B. 1810, dated 11/10/16, will be struck off the strength of their Units and replaced in accordance with G.R.O. 1818, except that:—

N.C.O.s of the rank of Corporal and under will be retained surplus to establishment on the promotion rolls of their Units, and if recommended will be eligible for promotion in their turn. (30/Artillery/5636 (A.G. 1).)

Warrant Officers, Class 11, cannot be employed as Instructors on the above Establishment.

APPENDIX V.

ARMY TRENCH MORTAR (HEAVY AND MEDIUM)
SCHOOL.

Number of Students.

8 Officers; 100 Other Ranks.

Reinforcements as required.

Duration of Course—Three Weeks.

(B) SYLLABUS.

1. Equipment and care of.
2. Ammunition and care of.
3. Gun Drill; Setting-up Drill.
4. Principles of ranging and methods of observation; passing orders.
5. Construction of Emplacements; use of ground.
6. Movement over rough ground and coming into action under different conditions.
7. Ammunition Supply.
8. Principles of tactical handling.
9. Firing.

Special attention to be paid to general turn-out and discipline.

(B) ESTABLISHMENT (PROVISIONAL).

Detail.	Officers.	W.O.s.	S./Sergts. and Sergts.	Rank and file.	Total.
Commandant (Lt.-Col. or Major)	1				1
Adjutant and Qr.-Mr. (Capt. or Subltm.)	1				1
Acting Bty. Sergt.-Major		1			1
Acting Bty. Q.M.S.			1		1
Clerks... ..				(a) 2	2
Magazine and Gun Park			(b) 1	1	2
R.E. Duties				2	2
Cooks				(a) (c) 4	4
General Duties				(a) (d) 20	20
Batmen				(a) 2	2
ATTACHED—	2	1	2	31	36
Officer Instructor (Major or Capt.)	(e)				
N.C.O. Instructors (Sergt. or lower rank)	(f)				
Batmen	(g)				
Medical Officer	1				1
Orderly R.A.M.C.				1	1
Batman				1	1
TOTAL (including attached)	3	1	2	33	36

NOTE.—(i) Add 1 Cook for each additional 50 all ranks.

(ii) Add 5 R. and F. for each additional 50 all ranks.

(a) Should be found from P.B. men.

(b) Sergeant.

(c) Includes 1 Lance Corporal.

(d) Includes 1 Corporal and 1 Lance Corporal.

(e) 1 Officer Instructor to every 35 all ranks under instruction.

(f) 1 N.C.O. to every 20 all ranks under instruction.

(g) 1 per Officer Instructor.

Command pay at 3s. a day has been sanctioned for the Commandant. Additional pay for Officer Instructors at 2s. a day was sanctioned by War Office letter 42/Miscellaneous/200 (S.D.3.b.) of June 20th, 1916.

Any promotions to fill the establishment will be to acting rank only.

N.C.O.s employed as Instructors at Army Artillery and Trench Mortar Schools within the establishments laid down in O.B./944, dated 11/10/16, and O.B./1810, dated 11/10/16, will be struck off the strength of their Units and replaced in accordance with G.R.O. 1818, except that:—

N.C.O.s of the rank of Corporal and under will be retained surplus to establishment on the promotion rolls of their Units, and if recommended will be eligible for promotion in their turn. (30/Artillery/5636. (A.G.1.))

Warrant Officers, Class II., cannot be employed as Instructors on the above Establishment.

APPENDIX VI.

ARMY SIGNAL SCHOOL.

Minimum Number of Students.

20 Officers; 100 Other Ranks.

Duration of Course—Six Weeks.

(A) SYLLABUS.

1. All subjects contained in T.M.S., including Semaphore.
2. First principles of Electricity and Magnetism.
3. All forms of Telegraph and Telephone instruments and exchanges in use by Artillery and Infantry.
4. Building Poled Cable and Comic, and laying and burying cable lines. Organisation, maintenance, and testing of lines and buried routes. Jointing of various types of cable.
5. Leading into and fitting up of small offices. Wiring of test points and dug-outs.
6. Power buzzers and listening sets—First Principles of Wireless.
7. Use of Codes and Code Calls.
8. Special instruction in the "Forward Communications of a Division in the Attack." S.S. 135, Section XI., S.S. 148.
9. Schemes to combine all methods of communication, including runners, visual, telegraph, telephone, wireless, and power buzzer.

NOTE.—The standard of signalling knowledge of students attending the school should, if possible, be as follows:—

Instructors' Class.

Officers.—The standard of 2nd Class Signaller, in so far as manipulation and reception are concerned.

N.C.O.s.—The standard of 1st Class Signaller.

Class for Regimental Signallers.

N.C.O.s and Men.—The standard of a 2nd Class Signaller, in so far as manipulation and reception are concerned.

(For details of these standards *vide* T.M.S., Section 207.)

(B) INSTRUCTIONAL ESTABLISHMENT.

5 Officers from Supernumerary Officers of the Signal Service, one of whom should, if possible, be a Captain and act as Chief Instructor.

10 N.C.O.s to be replaced in their units.

This is the minimum number of Instructors which can be produced; in certain circumstances it may be possible to find more within the Army, in which case the number of Students will be increased *pro rata*.

APPENDIX VII.

CORPS INFANTRY SCHOOL.

Number of Students.

80 Officers Platoon Commanders.

80 N.C.O.s Platoon Sergeants and under.

Duration of Course—One month.

(A) SYLLABUS.

- 1.—(a) *Leadership.*—Its meaning and how to acquire the gift of it.
- (b) *Discipline.*—General behaviour and conduct of Officers. Turn-out, physical fitness, punctuality, saluting.
- (c) *Morale.*—Its meaning and importance. Responsibility of Officers and N.C.O.s regarding it. Patriotism, esprit de corps, psychology of the war.
- (d) *Power of Command.*—Necessity of system of command so as to ensure continuity. Bearing of Officers and N.C.O.s towards their men.
- (e) *Organisation.*—Battalion, Brigade, Division—a chain of responsibility.
- (f) *Duties of Platoon Commanders.*—In billets, on the line of march, in the trenches, in the attack. S.S. 143.

*Time to be allotted, lectures, 6 hours.*2. *Drill.*

Importance of, as a means to an end. Squad and Platoon Drill. Special attention should be paid to communicating drill as a means of giving Officers and N.C.O.s confidence and a good word of command.

*Time to be allotted, on the parade ground, 20/24 hours.*3. *The Attack.* S.S. 135, S.S. 143, S.S. 144.*Time to be allotted, lectures and demonstrations, 10-15 hours.*4. *Consolidation.*

Taking up a defensive line; siting of trenches by day and night; telling off and distribution of working parties; construction of trenches; revetting; wiring; siting and construction of loop-holes; rapid use of entrenching tools; importance of patrol work.

*Time to be allotted, lectures and demonstrations, 10-15 hours.*5. *Musketry.*

Care of arms; rapid loading with dummies; aiming; firing positions generally; conduct of simple range practices on a 30 yards range; range discipline; fire discipline and fire control; description of targets; judging distances, and landscape targets; combination of fire and movement; revolver shooting.

Time to be allotted, lectures and demonstrations, 10-12 hours.

6. Lewis Guns.

Principles and employment of, and how to fire Lewis guns.

Time to be allotted, lectures and demonstrations, 4-6 hours.

7. Co-operation of different arms.

Within the Battalion (rifle, bayonet, bombs, rifle bombs, Lewis guns); outside the Battalion (machine guns, Stokes mortars, trench mortars, artillery, aircraft).

Time to be allotted, lectures, 3-4 hours.

8. Map reading and study of ground.

Simple scales and meaning of; how to read a map; use of compass (variation of, taking of angles); co-ordinates; setting a map by compass and other methods; simple sketching; air photographs.

Time to be allotted, lectures and on the ground, 12-15 hours.

9. Messages and Reports.

Field messages, methods of writing; verbal messages, limitations of; reports, how to be written; reconnaissances, simple form of. Forward Inter-communication in Battle. (S.S. 148.)

Time to be allotted, lecture, 1-2 hours.

Note.—This will also come under Tactical Schemes.

10. System of Supply.

Ammunition, Supplies, Quartermaster's duties.

Time to be allotted, lecture, 1-2 hours.

11. Sanitation and Medical.

In trenches, billets, bivouacs, line of march; care of feet; first aid and use of field dressings; general principles of evacuation of wounded.

Time to be allotted, lectures, 2 hours.

12. Gas and Smoke. S.S. 534.

Use of protectors, methods of dealing with.

Time to be allotted, lecture and demonstrations, 2-3 hours.

13. Physical Training.

Recreational training. S.S. 137. Bayonet fighting; obstacle course.

Time to be allotted, on the ground, 8-10 hours.

14. Military Law.

Rules for arrest; telling off and disposal of prisoners; crimes and punishments on active service.

Time to be allotted, lecture, 1-2 hours.

15. *Riding.*

This should be treated rather as a recreation than as a part of the course, and should not be counted in the working hours at the expense of more important subjects.

Time to be allotted, 21-24 hours.

16. *Tactical Schemes.* S.S. 143.

These should be very simple and should not extend over more than 3 or, at the outside, 4 hours. They should be made to include as many situations as possible in which a Platoon or Company Commander may find himself placed in action or when on patrol, and are intended to teach young Officers and N.C.O.s the tactical use of ground, handling of troops, and the arrival instinctively at a quick decision when faced with an unforeseen situation. They should not involve more writing than is necessitated by simple orders to subordinates and simple reports to superiors.

Time to be allotted, on the ground, 30-36 hours.

In addition to the above, there may be lectures on special subjects by outside lecturers, as arranged by Corps.

No work should be done on Sundays, and there should be half-holidays, if it can be arranged, from 2 to 5 p.m. on Wednesdays and Saturdays for recreation. This should allow of about 152 working hours during the course.

(B) ESTABLISHMENT (PROVISIONAL).

Details.	Officers.	W.O.s.	S./Sgts. and Sgts.	Rank and File.	Total.	
Commandant (Lt.-Col.)	1				1	
Chief Instructor (Major)	1				1	
Adjutant (Capt. or Lieut.).	1				1	
Acting Quartermaster...	1				1	
Medical Officer and Orderly.	1			1 (a)	2	
Asst. Instructors for Officers (Capts.).	4				4	
Asst. Instructors for N.C.O.s (Subalterns).	3				3	
Acting Sergt.-Major ...		1 (class 2)			1	
Acting Quartermaster-Sergt.		1 (class 2)			1	
Asst. Instructors (N.C.O.s)			7		7	
Physical and Bayonet Fighting Instructors			As may be allotted.			
Sergeant Cook ...			1		1	
Military Police ...				3 (b)	3	
Orderly Room Sergeant			1 (c)		1	
Clerks ...				3	3	
Telephone Operators ...				4	4	
Quartermaster's Stores				3 (d)	3	
Cyclist Orderlies ...				3	3	3 cycles
Messes ...				75 (e)	75	
R.E. Duties ...	1			7 (f)	8	
General Duties ...				25 (g)	25	
Batmen ...				13	13	
Groom ...				1 (h)	1	2 chargers (h)
TOTAL (excluding attached)	13	2	9	138	162	3 cycles
ATTACHED—Drivers, A.S.C.				4	4	2 chargers 6 horses
TOTAL SCHOOL ... (including attached)	13	2	9	142	166	3 cycles 2 chargers 6 horses

Transport (provided from Army Resources).

2 G.S. Wagons.

1 G.S. Limbered Wagon.

Notes.

1.—(a) Attached from Field Ambulance.

(b) Includes 1 Corporal.

(c) To receive 6*d.* a day extra duty pay.

(d) Includes 1 Corporal.

(e) Includes 8 N.C.O.s, and provides for Messes for Instructors, Students and General Duties; includes Cooks. Central Dining Halls will be erected, when these numbers will be reduced to:—

3 in 50 for N.C.O.s and men's Messes.

6 in 50 for Officers' Messes.

(f) Includes 1 N.C.O. and 1 Storeman.

(g) For canteen, sanitary duties, postal work, &c., includes 3 N.C.O.s.

(h) For the use of officers on the Instructional Establishment.

Rank and file will be P.U. and T.U. men.

2.—Use will be made of troops resting in the Corps Area for demonstrations and R.E. constructions. Servants of Student Officers will assist in Officers' Messes, and in addition, when there are no troops resting in the area who can be made available, will be used for purposes of demonstrations and R.E. constructions.

Students will be grouped into Platoons and Sections for purposes of instruction.

The Military Police arrangements for the billeting area will be made by the A.P.M. of the Corps; the 1 Corporal and 2 men are allowed for duties in connection with the School alone.

For equitation, 26 horses with a due proportion of grooms should be provided, either from the Corps Cavalry Regiment or, whenever possible, from Infantry Battalions.

The Corps Cavalry Regiment should provide an officer with riding school experience, if possible.

3.—Refresher courses and visits to the trenches for Instructors at Corps Schools will take place on a similar alternating system to that for Instructors at Army Schools (Appendix I. (C)). Instructors will be granted 10 days' leave after 3 consecutive Courses.

APPENDIX VIII.

CORPS BOMBING AND 3-in. STOKES MORTAR SCHOOL.

Number of Students.

Bombing—6 Officers: 72 Other Ranks.

3-in. Stokes Mortars—6 Officers; 15 Other Ranks.

Reinforcements for 3-in. Stokes Mortar Batteries as required.

Duration of Course—12 Working Days.

(A) SYLLABUS.

1. Description and use of all kinds of bombs, flares, Very lights, and light signals, including enemy bombs.

2. Description and use of all kinds of rifle bombs, including enemy bombs.

3. Organisation and tactics of Bombing and Rifle Bombing Sections in the attack and defence, in conjunction with other weapons.

4. 3-in. Stokes Mortars. Equipment; ammunition, care of; gun drill; ranging and methods of observation; passing orders; use of ground in the attack, and coming into action in varying circumstances; construction of emplacements in the defence; ammunition supply; firing.

5. Tactics of 3-in. Stokes Mortar in the attack, and defence in conjunction with other weapons.

6. Experimental work and application of new methods.

7. Uniformity of doctrine and tactics.

8. Turn-out and discipline.

9. Setting-up drill.

10. Organisation and Interior Economy of a 3-in. Stokes Mortar Battery.

(B) ESTABLISHMENT (PROVISIONAL).

Detail.	Officers.	W.O.s.	S./Sergts. and Sergts.	Rank and File.	Total.
Chief Instructor (Capt.)	1				1
Instructors (officers)	2 (Bombing)				4
Sergeant-Major (Acting)	2 (Trench Mortar)				1
Instructors (N.C.O.s)	1 (Class 2).		6 (Bombing)		8
Privates			2 (Trench Mortar)	8 (a)	8
Batmen				5 (b)	5
Total school ...	5	1	8	13	27

(a) 2 Storemen, 6 Range duties.

(b) Officers' Batmen will assist in Officers' Messes.

Note.—Administrative duties have been allowed for in the establishment of the Corps Infantry School.

APPENDIX IX.

CORPS LEWIS GUN SCHOOL.

Number of Students.

6 Officers; 72 N.C.O.s.

Duration of Course—12 Working Days.

(A) SYLLABUS.

1. The mechanism and characteristics of the Lewis Gun, including stripping, stoppages, and the use of various descriptions of mountings.*

2. Training and drill of Lewis Gunners, allocation of duties in a Lewis Gun Section and organisation of Lewis Guns in a Company and a Battalion. Attention should be paid to range discipline.

3. Tactics of Lewis Guns in—

(a) The Attack.

(b) The Defence.

4. Tactics of the other arms and how Lewis Guns co-operate with them, including the use of ground, the use of scouts, all descriptions of offensive and defensive action. To be exemplified by tactical schemes worked out on the ground.

5. Map reading, including the fixing of co-ordinates and field sketching.

6. Classes in Anti-Aircraft Gunnery will also be held as required.

* Only sufficient mechanism stoppages and drill should be taught to ensure that students know how to instruct in these subjects.

(B) ESTABLISHMENT (PROVISIONAL).

Detail.	Officers.	W.O.s.	S./Sergts. & Sergts.	Rank and File	Total.
Chief Instructor (Capt.)	1				1
Asst. Instructors (Subltms.)	2				2
Asst. Instructors (N.C.O.s)			9		9
Actg. Quartermaster Sergt.		1 (Class 2)			1
Privates				7 (a)	7
Batmen				3	3
TOTAL (excluding attached)	3	1	9	10	23
ATTACHED. Armourer			1		1
TOTAL SCHOOL (including attached)	3	1	10	10	24

10 Lewis Guns—6 for firing, 4 for stripping.

(a) 1 Storeman, 6 range duties.

Notes.

(i) Administrative duties have been allowed for in the establishment of the Corps Infantry School.

(ii) Officers' Batmen will assist in the Officers' Messes.

APPENDIX X.

CORPS SIGNAL SCHOOL.

Minimum Number of Students.

40 Officers; 40 Other Ranks.

Duration of Course—6 Weeks.

(A) SYLLABUS.

1. All subjects contained in T.M.S., including Semaphore.
2. First principles of Electricity and Magnetism.
3. All forms of Telegraph and Telephone instruments and exchanges in use by Artillery and Infantry.
4. Building Poled Cable and Comic, and laying and burying cable lines. Organisation, maintenance, and testing of lines and buried routes. Jointing of various types of cable.
5. Leading into and fitting up of small offices. Wiring of test points and dug-outs.
6. Power buzzers, and listening sets—First Principles of Wireless.
7. Use of Codes and Code Calls.
8. Special instruction in the "Forward Communication of a Division in the Attack," S.S. 148.
9. Schemes to combine all methods of communication, including runners, visual, telegraph, telephone, wireless, and power buzzer.

NOTE.—The standard of signalling knowledge of students attending the School should be, if possible, as follows:—

Instructors' Class.

Officers.—The standard of 2nd Class Signaller, in so far as manipulation and reception are concerned.

N.C.O.s.—The standard of 1st Class Signaller.

Class for Regimental Signallers.

N.C.O.s and Men.—The standard of 2nd Class Signaller, in so far as manipulation and reception are concerned. (For details of these standards *vide* T.M.S., Section 207.)

(B) INSTRUCTIONAL ESTABLISHMENT.

- 1 Officer from Supernumerary Officers of the Signal Service.
- 4 N.C.O.s to be replaced in their units.

This is the minimum number of Instructors which can be produced; in certain circumstances it may be possible to find more within the Corps, in which case the number of Students will be increased *pro rata*.

APPENDIX XI.

CAVALRY DIVISIONAL SCHOOL.

SYLLABUS.

1. *The art of Command.*

- (a) Its meaning.
- (b) How to acquire it.
- (c) System to ensure continuity.
- (d) Issue of orders, written and verbal.

2. *Discipline and Morale.*

- (a) Their meaning and importance.
- (b) Responsibility of Officers.
- (c) Esprit de Corps, its wider as well as regimental meaning.
- (d) Turn out and smartness.

3. *Organisation of a Squadron.*

- (a) Its composition.
- (b) Training of Specialists.
- (c) Detail of all ranks to specific duties in billets and in the field.
- (d) Living and working as well as fighting by units.

4. *Life in Billets.*

How to care for men and horses, and get the best out of both. Men are men, not military machines; they require amusement as well as work.

5. *Drill.*

- (a) The object and value of drill.
- (b) Its importance to obtain cohesion, and as a means of discipline.
- (c) A means of practising various formations required in the field, thus gaining elasticity.

6. *Tactics.*(A) *Protection.*

- (a) At the halt.
 - 1. Protection of billets.
 - 2. Outposts.
- (b) On the move.
 - 1. Advanced guards.
 - 2. Rearguards.
 - 3. Flankguards.

(B) *Reconnaissance.*

- 1. Employment of Scouts.
- 2. Reconnoitring patrols; when to employ Officers.
- 3. Reconnoitring detachments.

6. *Tactics—continued.*(n) *Reconnaissance—continued.*

4. **Reconnaissance in conjunction** with aircraft.
5. Transmission of information.
6. Messages and reports.

(c) *Co-operation.*

1. Co-operation impossible without constant flow of information upwards, downwards, and laterally.
2. Responsibility for inter-communication.
3. With artillery and machine guns.

(d) *Offensive Action.*

1. Combination of fire and movement; full use of mobility.
2. Uses of, and opportunities for shock action.
3. Characteristics of Cavalry fire action.
4. Establishing, and extending, a bridge head.
5. Wood fighting.

(e) *Defensive Action.*

1. Seizing and holding a position.
2. Use of mobility in active defence.

(f) *Employment of Machine Guns and Automatic Rifles in—*

1. Attack.
2. Defence.

(g) *Fire Control.*

1. Description of targets.
2. Judging distance.
3. Fire orders.
4. Supply of ammunition.

7. *Map reading.*

Uses of compass, and problems on the map.

8. *R.H.A.*

1. Powers and limitations of the 13-pounder.
2. Full use to be made of their support.

9. *R.E.*

- (a) Demolitions, including the destruction of enemy guns.
- (b) Crossing of trench system, canals and small rivers.
- (c) Defence of locality when time is—
 1. Limited.
 2. Unlimited.

10. *Supplies.*

- (a) Ammunition.
- (b) Supplies.

11. *Medical.*

- (a) First aid.
- (b) Evacuation of wounded.

11. *Medical—continued.*

- (c) Preservation of health in the field.
- (d) Precautions against gas.

12. *Veterinary.*

- (a) Care of horses in billets, bivouacs, and on the march.
- (b) Treatment of minor ailments.
- (c) Shoeing, including special shoeing.

13. *Arrest.*

- (a) Rules for arrest.
- (b) Telling off and disposing of prisoners.
- (c) Crimes and punishments on Active Service.
- (d) Field General Court-Martial.
- (e) Army Act Suspension of Sentence, 1915.

14. *Intelligence.*

- (a) Dealing with inhabitants.
- (b) Disposal of Prisoners of War.

APPENDIX XII.

MUSKETRY.

(A) SYLLABUS OF SPECIAL COURSE FOR INSTRUCTORS.

First Day.

All Students parade.

Opening address—Necessity of Musketry Training, the effect of Musketry Training and the Standard Tests on the battles at the commencement of the War.

General Outline of System of Instruction.

Care of Arms.

Names and functions of Principal Parts.

Mechanism, essentials only.

Trigger Pressing.

Method of teaching.

Judging Distance.

Unit of Measure.

Firing Instruction.

Standard Position, loading and unloading.

Sight Setting. Aiming Position.

Aiming Instruction.

Aiming from a Rest.

Common Faults and how to check them.

Accuracy of Aim.

Visual Training.

Lecture—"Elementary Musketry Instruction."

Second Day.

Lecture—"Description of Targets."

Aiming Instruction.

Testing. Triangle of error.

Mutual Instruction.

Firing Instruction.

Prone position. Aiming and firing.

Mutual Instruction.

Trigger Pressing.

Practice in Snapping.

Judging Distance.

Appearance of men 200 to 600 yards.

Description of Targets.

Practice.

Demonstration.

Muscle exercises. Practice.

Lecture—"The Theory of Rifle Fire."

Third Day.

Lecture—"The Standard Tests."

Aiming Instruction.

Firing Instruction.

Teaching and Testing.

Tests of Elementary Training.

Care of Arms.

Examination.

Fire Discipline.

First Two Stages.

Range Practice.

Grouping Test.

Correcting Faults.

Mutual Instruction.

Judging Distance.

Practice on Men and Objects.

Different Methods.

Lecture—

Fourth Day.

Lecture—"Firing Point Instruction."

Aiming Instruction.

Aiming Off.

Firing Instruction.

Mutual Instruction.

Fire Discipline.

Third Stage.

Range Demonstration.

Finding and Correcting Elevations.

Effect of Wind at different distance.

Range Practice.

Grouping and application, 200 yards.

Lecture—"Elevations and wind allowances."

Fifth Day.

Lecture—"Musketry in Billets." Particularly E.T. IX.
and X.

Examination in Elementary Instruction.

Judging Distance Test.

Range Practice Competition.

Sixth Day.

Lecture—

Revision.

Siting and improving ranges.

Demonstration.

Fixed Rifles and Sniperscopes.

Range Practice.

Seventh Day.

Lecture—"Fire Control."

Aiming Instruction.

Firing Instruction.

Teaching Rapid Aim.

Teaching Rapid loading and firing.

Mutual Instruction.

Range Practice.

Application at various ranges.

Range Demonstration.

Rapid Fire.

Snapshooting.

Fire Control.

Fire direction practice, 30 yards range.

Judging Distance.

Method of Conducting Standard Test of Eyesight.

Lecture—"Selection and Training of Sharpshooters."

Eighth Day.

Lecture—"How to Organise Competitions."

Tests of Elementary Training.

Aiming Instruction.

Testing Rapid Aim.

Firing Instruction.

Testing Rapid loading.

Testing Rapid firing.

Revision.

Range Practice.

Snapshooting and Rapid Fire.

Fire Control.

Practice and Tests.

Lecture—"Hints as to improvising ranges and Musketry Appliances."

Ninth Day.

Lecture—"The War Shot in the making."

Tests of Elementary Training.

Aiming and Firing.

Mutual Instruction.

Range Practice.

Snaphooting and Rapid Fire.

Mutual Instruction.

Competition.

Tenth Day.

Closing Address.

Examination.

(B) SUGGESTED TEN-DAY COURSE BASED ON THE
STANDARD TESTS.

First Day.

General Outline of system of instruction.

Care of Arms.

Names and functions of principal parts.

Mechanism—Essentials only.

Trigger Pressing.

Method of teaching.

Judging Distance.

Unit of measure.

Firing Instruction.

~~Standing position—Loading and unloading.~~

Sight setting—Aiming position.

Aiming Instruction.

Aiming from a rest.

Common faults and how to check them.

Accuracy of aim.

Visual Training.

Second Day.

Lecture—"Elementary Musketry Instruction."

Aiming Instruction.

Testing. Triangle of error.

Mutual Instruction.

Firing Instruction.

Prone position. Aiming and firing.

Mutual Instruction.

Trigger Pressing.

Practice in snapping.

Second Day—continued.

Judging Distance.

Appearance of man 200 to 600 yards.

Description of Targets.

Practice.

Demonstration.

Muscle exercises. Practice.

Third Day.

Lecture—"Firing Point Instruction."

Aiming Instruction.

Firing Instruction.

Teaching and Testing.

Tests of Elementary Training.

Care of Arms.

Examination.

Fire Discipline.

First two stages.

Range Practice.

Grouping Test.

Correcting faults.

Mutual Instruction.

Judging Distance.

Practice on men and objects.

Different methods.

Fourth Day.

Lecture—"Elevation and Wind Allowances."

Aiming Instruction.

Aiming off.

Firing Instruction.

Mutual Instruction.

Fire Discipline.

Third stage.

Range Demonstration.

Finding and correcting elevations.

Effect of wind at different distance.

Range Practice.

Grouping and application, 200 yards.

Lecture—"The Standard Tests."

Fifth Day.

Lecture—"Musketry in Billets."
 Examination in Elementary Instruction.
 Judging Distance Test.
 Range Practice. Competition.

Sixth Day.

Lecture—"Description of Targets."
 Revision.
 Mutual Instruction.
 Range Practice.

Seventh Day.

Lecture—"Fire Control."
 Aiming Instruction.
 Firing Instruction.
 Teaching rapid aim.
 Teaching rapid loading and firing.
 Mutual Instruction.
 Range Practice.
 Application at various ranges.
 Range Demonstration.
 Rapid fire.
 Snapshooting.

Fire Control.

~~Fire direction practice. 30-yards range.~~

Judging Distance.

Method of conducting Standard Test of eyesight.
 Judging distance.

Eighth Day.

Lecture—"Theory of Rifle Fire."
 Tests of Elementary Training.
 Aiming Instruction.
 Testing rapid aim.
 Firing Instruction.
 Testing rapid loading.
 Testing rapid firing.
 Revision.
 Range practice.
 Snapshooting and rapid fire.
 Fire Control.
 Practice and tests.

Ninth Day.

Tests of Elementary Training.

Aiming and firing.

Mutual Instruction.

Range Practice.

Snaphooting and rapid fire.

Mutual Instruction.

Competition.

Tenth Day.

Examination.

APPENDIX XIII.

TRAINING A BATTALION.

(A) SUGGESTED ALLOTMENT OF TIME.

1st Week divided as follows:—

- 4 days Section, Platoon and Company Training.
- 1 day Battalion Training.
- 1 day at disposal of Brigadier.

2nd Week divided as follows:—

- 3 days Platoon and Company Training.
- 2 days Battalion Training.
- 1 day at disposal of Brigadier.

3rd Week divided as follows:—

- 2 days Platoon and Company Training.
- 2 days Battalion Training.
- 2 days at disposal of Brigadier.

4th Week divided as follows:—

- According to progress—
- 2 days Company Training.
- 2 days Battalion Training.
- 2 days at disposal of Divisional or Brigade Commander.

Note.—The advantage of this system of allotment of training days is that in the case of the Division being ordered into the line at short notice every Commander of every formation has had an opportunity of training and leading his command.

Guiding Principles.

1. During periods of rest and training out of the line, over-training is as detrimental to morale and efficiency as under-training. (Chapter II, Part I, para 7 (a).)

2. During winter months no training, and during summer months seldom more than half an hour's training, should be carried out before breakfast; this should never be of an exhausting nature.

Physical Training should never take place before breakfast.

3. Before commencing any form of training, Instructors should have a clear idea of the subject or exercise to be taught and an exact knowledge of the method of teaching it, namely, explanation, demonstration, practice, and, if possible, test.

Interest will lapse if any exercise is practised or too long at a time, and unless the Instructor shows keenness and enthusiasm.

Refresher classes for Officers and N.C.O.s should always be held on the evening previous to the instruction given.

4. During training hours there should be frequent breaks, say, of 10 minutes in every hour, for games, short runs, smoking, &c.

If training is progressing satisfactorily Wednesdays and Saturdays should be half-holidays for Competitions and Recreational Training.

5. The spirit of Competition should be introduced into as many exercises as possible. An element of sport should be introduced into training.

6. The morning's work should invariably terminate with some form of ceremonial or steady drill, *e.g.*, march past by Sections, Platoons, Companies or Column of Fours.

(B) SUGGESTED PROGRAMME (SUMMER) FOR INDIVIDUAL, SECTION, PLATOON AND COMPANY TRAINING.

1. *Daily throughout the whole period.*

7.30 a.m. to 8.0 a.m. or 9.0 a.m. to 9.30 a.m.

Battalion Parade.—As strong as possible, including as many as possible of Battalion Headquarters (Fighting and Administrative). Parade on Battalion Parade Ground, if possible; if ground does not admit, parade on Company Parade Grounds.

Subject.—Drill and Ceremonial.

A definite progressive programme of work, *e.g.*, from Squad Drill without arms up to Battalion movements (Infantry Training, 1915); for this daily parade the programme should be drawn up and circulated by Battalion Headquarters.

Great attention to be paid to steadiness, smartness, turnout, general bearing, saluting and rifle exercises.

Demonstrations of good and bad drill to be given on this Parade (Chapter II, Part 1, Section I, para. 6); these should be prepared by the Battalion Commander or some Officer delegated by him. Suggested subjects: Guard Mounting, Platoon Drill, Rifle Exercises, Saluting, Words of Command, &c.

2.30 p.m. to 3.30 p.m. or 4.0 p.m. (except Wednesdays and Saturdays).

Men.—

Lewis Gun Training.

Musketry on 30-yards Range, Fire Control and Discipline. Simple Tactical Schemes; Platoons and Sections.

Gas Drill.

N.C.O.s (Section Commanders and Understudies alternately)—

Communicating and "Shouting" Drill.

Fire Direction, Control and Discipline.

Writing Simple Messages.

Simple Tactical Schemes.

4.0 p.m.

*Recreational Training (S.S. 137).—*Training for and carrying out the following:—

Football Matches. (Men not playing should be marched to look on.)

Musketry Competitions, terminating with a rifle meeting.

Boxing Competitions.

Assault Competitions.

Competitions for runners and despatch carriers.

Stalking Competition for Lewis gunners and rifle men.

Note.—Each Competition should be "run" by an officer specially selected by Battalion Headquarters.

Band and Bathing, whenever possible.

Object.—To raise morale.

3.30 p.m.

Refreshing officers and N.C.O.s in the next day's work.

Conferences amongst officers and N.C.O.s.

Short Lecture by C.O. on any particular form of training, or any task the Battalion may have to perform.

Description of Country in which the Battalion may be going to fight.

Lessons from the past.

Esprit de Corps. History of the Regiment.

Object.—To bring all ranks together; to create interest; to inspire confidence; to raise morale.

2. 9.30 a.m. to 1.0 p.m. for days allotted to:—

(a) *Individual training* (3 to 1 days).—The training of the individual man in the use of rifle, bayonet, and the weapon of his Section (S.S. 143, Appendix V).

Time to be divided into four periods, with short breaks between periods for smoking and discussion:—

Period 1.—Musketry.

" 2.—Physical Training and Bayonet Training.

" 3.—Bombing, Rifle Bombing, Lewis Gun, Sniping, Patrolling, &c. (according to Section).

" 4.—Last half hour. Ceremonial, march past by Sections or Platoons.

(b) *Section Training* (3 to 1 days).—Special attention is to be paid to the allotment of N.C.O.s and men for the Rifle Section. It must never be forgotten that the rifle remains the principal weapon. (S.S. 143, page 13 (xix).)

The training of individuals in the Section to work in co-operation (as a team) under the Section Commander, as follows:—

All Sections.—Training in fire discipline, fire control and the assault, in addition to individual instruction in musketry and bayonet training.

Rifle Section.—Training in scouting and stalking, sniping, observing, patrolling.

Lewis Gun Section.—Working as a Section or Team in addition to individual instruction.

Bombing and Rifle Bombing Sections.—Working as a bombing or rifle bombing Team in attack or defence.

Time available divided into periods as in (a).

Note.—Each Section should train its own Scouts, in addition to the Rifle Section.

(c) *Platoon Training* (3 to 1 days).—The training of Sections to work in co-operation under the Platoon Commander (S.S. 143).

Normal Formation for Attack; Assault practice; Battle Patrols; Intelligence Patrols; Attack of strong points on Field Firing Range, if possible; rapid wiring; training of "moppers up"; precautions against gas, and gas drill.

Time available divided up into periods as in (a).

(d) *Company Training* (from 3 to 1 days, according to time available).—The training of the Platoons and Company Headquarters to be carried on in co-operation under the Company Commander.

At this stage classes rejoin the Company.

In addition to subjects enumerated under Platoon Training, special attention is to be paid to co-operation amongst platoons; training of runners and signallers; inculcating a good system of allotment of tasks for work; rallying and consolidation; normal attack formation, with variations; assault practice competition; platoon rapid wiring competitions; platoon drill competitions; platoon musketry competitions; attack of strong points or localities by one platoon while remainder look on and criticise.

3. During Individual, Section and Platoon Training, a sufficiency of targets, bombs, wire, tracing tape, &c., must be

provided. A careful allotment of available ranges, assault courses, bombing trenches and pits and all necessary paraphernalia must be made by Battalion Headquarters to Companies, so that "clashing" will not take place.

4. *Demonstrations.*—In addition to demonstrations referred to in para 1, any demonstrations to Companies or the Battalion considered necessary should take place at 9.30 a.m., before commencing the morning's work, or at 11.45 a.m.

The following are suggested subjects for demonstration:—

Normal Attack Formation.

Trench to Trench Attack on Field Firing Range, by a Platoon.

Mopping Up Demonstration.

Assault Demonstration.

Action of Battle Patrols.

Action of Bombers in an Attack.

Formations for Night and Wood Fighting.

Fire Direction and Control—on Range.

Method of Conducting a Grouping Practice on 30 yards Range.

5. *Classes.*—During Individual, Section and Platoon Training:—

Signallers }
Runners } Under Signal Officer.

Runners should be trained in map-reading, semaphore, verbal message work, the delivery of messages, &c. (F.S.R., Part I., Chapter II, Section 20. It is specially important that all runners should be acquainted with their duties under Section 20 (4)).

Scouts } Two per Platoon under Sniping Officer and
Snipers } Sniping N.C.O.s.

The above will be exercised in Physical Training and Bayonet-fighting, Assault, and Gas Drill at convenient times.

Stretcher Bearers }
Gas N.C.O.s } Under Medical Officer as required.
Sanitary men }

6. *Wednesdays and Saturdays.* Evening entertainments.

Concert.

Cinema.

Boxing.

Lectures by outside Lecturers or Officers returned from Schools.

Debates on Military matters.

Lantern slides showing aeroplane photographs, &c.

APPENDIX XIII.

(C) SUGGESTED FIELD PRACTICE (BAYONET-FIGHTING AND MUSKETRY).

1. This practice is designed to impress on the minds of all ranks:—

- (i) the necessity for the ready use of rifles;
- (ii) the co-operation between fire and movement;
- (iii) the co-operation between the bayonet and the bullet.

Battle practice may be carried out by Sections, Platoons, Companies, or Battalions, according to the ground and facilities available.

2. For purposes of explanation a Platoon is here taken as an example:—

- (i) Dress—fighting dress (S.S. 135, Section XXXI);
- (ii) Formation—Platoon in line;
- (iii) The objective is pointed out;
- (iv) The Platoon advances towards the objective in artillery formation of Sections, preceded by scouts;
- (v) A surprise target appears (out of range of rifle bombs). It is signalled by scouts;
- (vi) The target is engaged by rifle fire of the scouts;
- (vii) The target is engaged by rifle fire of the Platoon;
- (viii) The Platoon advances by alternate rushes of Sections;
- (ix) The target disappears;
- (x) A target appears (out of range of rifle bombs) some few minutes later on the original objective;
- (xi) The Platoon deals with the target in the same way;
- (xii) When within assaulting distance, the Platoon delivers the assault. For this purpose, if possible, a bayonet-fighting course should be provided; if this is not possible, some sacks to represent the enemy will suffice, but correct bayonet fighting methods must be insisted on;
- (xiii) The objective is gained, patrols pushed out, sentries posted, and consolidation commenced;
- (xiv) A surprise target is shown and rapid fire opened.